



# **Project Management Career Development Program (PMCDP) Business Line**

## **FISCAL YEAR 2007 – 2011 PLAN**

**May 13, 2007**

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## **INTRODUCTION**

Project Management is a critical activity within the U.S. Department of Energy (DOE). Improving DOE's project management capabilities and project performance is one of the primary purposes for the design and implementation of the Project Management Career Development Program (PMCDP). The PMCDP Business Line, which is housed in the Office of Engineering and Construction Management (OECM), supports this endeavor by providing developmental activities for staff that direct or manage projects. Many projects that DOE manages represent the forefront of scientific and engineering advancements and capabilities. Included among them are project portfolios, which range from nuclear technology and security, energy research and development in diverse areas, scientific research and development, and environmental management. While project management in DOE encompasses a wide range of DOE's corporate capability, some of the most complex and visible projects in DOE are its Capital Assets, which are under the direction of federal project directors. *Project Management for the Acquisition of Project Assets*, DOE M 413.3-1A, describes these projects as those that support,

“A program mission having defined points for starting and ending undertaken to create a product, facility, or system and containing interdependent activities planned to meet a common objective or mission. A project is a basic building block (in relation to a program) that is individually planned, approved, and managed. A project is not constrained to any specific element of the budget structure (e.g., operating expense, plant or capital equipment). Projects include planning and execution of construction, renovation, modification, environmental restoration, decontamination and decommissioning, large capital equipment, and technology development activities. Work that does not include the above elements, e.g., basic research, grants, ordinary repairs, maintenance, and operation of facilities are not considered projects. However, these activities can be managed as projects.”

Correspondingly, DOE project directors require a wide range of knowledge, skills, and abilities to successfully manage Capital Assets. The establishment of the PMCDP and its support through the PMCDP Business Line endeavors to facilitate sustained improvements in the full life cycle of projects by providing career and professional development for staff that are tasked with responsibilities of project oversight and accountability. Such staff members include DOE's federal project directors, members of Integrated Project Teams, and the acquisition workforce.

### **FY 2006 Achievements**

- Completed 91 Federal Project Directors certifications that were issued by DOE/NNSA (a total of 194 persons were issued certifications as of September 30, 2006).
  - Additional 16 Information Technology Federal Project Directors were certified by Office by the Chief Information Officer (approximately 79 information technology federal project directors were certified by the end of FY 2006).
  - Conducted ten Certification and Policy Review Board meetings.
  - Conducted approximately 73 PMCDP course sessions attended by approximately 1200 participants.
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- Conducted a Curriculum Review and Improvement Workshop.
- Completed two prototype deliveries of course sessions: (1) Performance-based Management Contracting: Implementation and Management, and (2) Integrating Safety into Project Management.
- Executed design enhancements of PMCDP module in the Employee Self Service (ESS) system, which serves as an electronic corporate repository database of critical core competencies of DOE/NNSA federal project directors.
- Completed needs assessment of program customers across the DOE/NNSA complex.
- Executed renewal of DOE Registered Education Provider (R.E.P.) status with the Project Management Institute (PMI). By the end of FY 2006, seventeen DOE courses were externally reviewed by PMI and awarded Professional Development Units (PDUs).

### **BUSINESS LINE DESCRIPTION**

The PMCDP encompasses a range of developmental, mentoring, training, and rotational activities which lead to project management certification, based upon competencies commensurate with a specific performance level. This program is also designed to satisfy other requirements, such as Information Technology Project Management and Acquisition Management certifications, which are based on different thresholds and regulatory requirements.

The PMCDP currently offers 28 training courses, six developmental activities, and experiential components of varying complexity based on certification level. Additionally, PMCDP offers other products and services such as,

- Courseware research and development
- Courseware prototype and delivery
- Curriculum management
- Project management research and development
- Certification management
- Evaluation
- Market research and marketing
- Knowledge management (including capabilities such as DOE standards and guidelines, technical papers, presentations, workshops, seminars, videos, and web-based applications, etc.)
- Continuing education

The PMCDP Business Line also supports two additional specialized courses in the areas of:

- Real Property Asset Management, and
- Program Management Fundamentals.

These two courses are not a part of a certification program; however, they can be applied toward continuation education for project management certification.

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## **BACKGROUND**

The PMCDP module establishes the requirements, responsibilities, certification guidelines, and necessary training for DOE federal project directors (FPD). DOE G 361.1A *Project Management Career Development Program Certification and Equivalency Guidelines* (CEG) was issued to establish the Department competency requirements for all DOE federal project management personnel certified as DOE federal project directors in accordance with DOE Order 361.1A, Chapter IV. In regard to related DOE directives, on March 28, 2003, the Deputy Secretary directed implementation of DOE M 413.3-1, *Project Management for the Acquisition of Capital Assets*. A key change introduced in the manual is the change in title of federal “project manager” to federal “project director.” Additionally, guidance for managing DOE Capital Assets was updated with the issuance of DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, on July 28, 2006. Appropriately, the implementation of the PMCDP supports the President’s Management Agenda in the area of Strategic Human Capital Management. Further, the Office of Management and Budget and the Office of Personnel Management approved the PMCDP.

### OVERVIEW OF THE PMCDP

Federal project directors are responsible for the planning, programming, budgeting, and acquisition of capital assets. The PMCDP identifies the knowledge, development, and certification of DOE federal project directors, which corresponds to their level of responsibility. Moreover, federal project directors in DOE are expected to attain levels of certification that corresponds with the complexity of projects under their direction, which are usually defined by the Total Project Cost of the portfolio of projects.

Attainment of certification is not shouldered by federal project directors alone. In addition, Program Secretarial Officers (PSOs) and Field Element Managers (FEMs) with accountability for Capital Assets are responsible for ensuring their federal project directors are certified at an appropriate level before authority for managing a project is delegated.

Further, PMCDP provides developmental opportunities for staff that may have key rolls in project management other than serving as a federal project director. Such persons may have key responsibilities in Program Secretarial Offices/Staff Offices with responsibility for earned value management, contract management, financial management, health and safety management, environmental regulatory reporting, risk management, and value management, and other job related requirements.

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To that end, PMCDP participants and customers of the PMCDP Business line are expected to include federal project directors, members of Integrated Project Teams, project managers who do not have responsibility for Capital Assets, and other members of the acquisition workforce.

Project management certification under the program is based upon a detailed set of knowledge, skills, and abilities (KSAs) that are necessary to effectively manage projects or groups of projects and are mapped to specific Total Project Cost (TPC) ranges. The requirements for knowledge and work/developmental activities are outlined in the certification standards contained in DOE Order 361.1A. The certification standard defines four performance levels that represent increasing project responsibility and complexity based on TPC in millions (M) of dollars.

- Level 1: Incumbents responsible for projects with TPC greater than \$5M and equal to or less than \$20M.
- Level 2: Incumbents responsible for projects with TPC greater than \$20M and equal to or less than \$100M.
- Level 3: Incumbents responsible for projects with TPC greater than \$100M and equal to or less than \$400M.
- Level 4: Incumbents responsible for projects with TPC exceeding \$400 M.

These four TPC-based responsibility levels correspond to the four project reporting thresholds identified in DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*. The TPC is an aggregate dollar value of one or more projects under the project director's authority. At the discretion of FEMs, with PSOs and OECM concurrence, federal project director positions for projects with greater risk, complexity, visibility, and/or importance may be designated for a higher certification level than the TPC ranges shown above, might otherwise justify. Therefore, PMCDP may also apply to projects with TPC less than \$5M. The table in the Attachment shows the certification requirements at each performance level. Additionally, to maintain certification at an achieved level, a certified federal project director must complete 60 hours of continuing education biennially.

## **PARTICIPANTS**

Certification is required for current federal project directors that actively direct Capital Assets. These persons are identified as "incumbent" federal project directors and are key customers of the PMCDP Business Line. Other persons who are not incumbent federal project directors, but who actively seek certification are identified as "candidate" federal project directors. Persons who do not aspire to become a certified federal project director but would like to enter the program are identified in PMCDP as "other" participants.

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### INCUMBENCY

As noted previously, the DOE PMCDP establishes guidelines for four certification levels corresponding to progressive levels of project responsibility, complexity, and visibility as well as progressive project management experience. There is no "grandfather" provision under this program, which means that certification will not be issued solely on a federal project director's prior incumbency.

In an effort to define the training and experiential needs of the incumbent project director community, OECM conducted a gap analysis of project director and candidate profile data received from Program Secretarial Offices (PSO). The results of this data provided a baseline for course development and for identifying schedules and key locations for course delivery to appropriately reach PMCDP's customers.

### CUSTOMER BASE

The PMCDP Business Line supports the PMCDP program in implementing an established curriculum, developmental, and experiential activities. Federal and candidate project directors can engage in activities commensurate with their project management experience and developmental aspirations. Although the goal of certification is not a requirement for participation in the PMCDP, the PMCDP offers a range of development activities that can specifically be geared to individual knowledge gap areas to help participants stay abreast of up to date knowledge and application in specific project management, professional, and technical areas as well as meet skill needs of DOE's program and staff offices. Accordingly, persons who are identified as "candidate" federal project directors and "other" participants, along with federal project directors, Program Secretarial Offices, and Staff Offices are key customers of the PMCDP Business Line.

### CERTIFICATION OF PROJECT DIRECTORS

The PMCDP Business Line directly supports PMCDP Certification Review Board (CRB) reviews and meetings by preparing and coordinating review documentation for the Board as well as by providing an independent review of federal and candidate project director profile information. Collectively, the certification review ascertains that all required information has been provided, all competency areas have been adequately addressed, and a complete project history/work history is reflective of the project director's roles and responsibilities, as well as, project portfolio complexity. A key product of this service of the PMCDP Business Line is federal project director certification recommendations, which are subsequently issued by DOE and the National Nuclear Security Administration.

### PROJECT DIRECTOR COMMUNITY

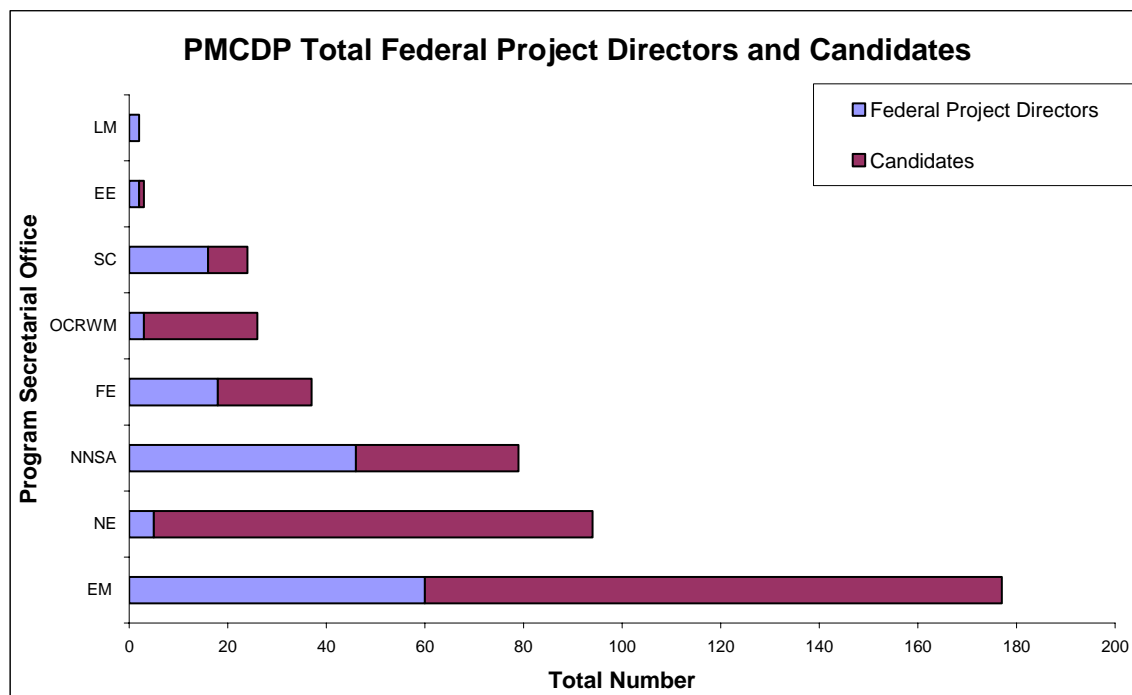
By August 2004, 296 federal project directors, candidates and others identified themselves or were identified by their PSOs as requiring/requesting certification. In FY 2006, 402 persons were identified in a demographic data call as federal project directors or candidates for

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certification by their PSOs. Additionally, 205 others were identified as participating in the PMCDP training.

Chart 1-1 shows the number of federal project directors and candidates by PSO.

**Chart 1-1. Total Number of DOE Federal Project Directors and Candidates  
FY 2006 Data**

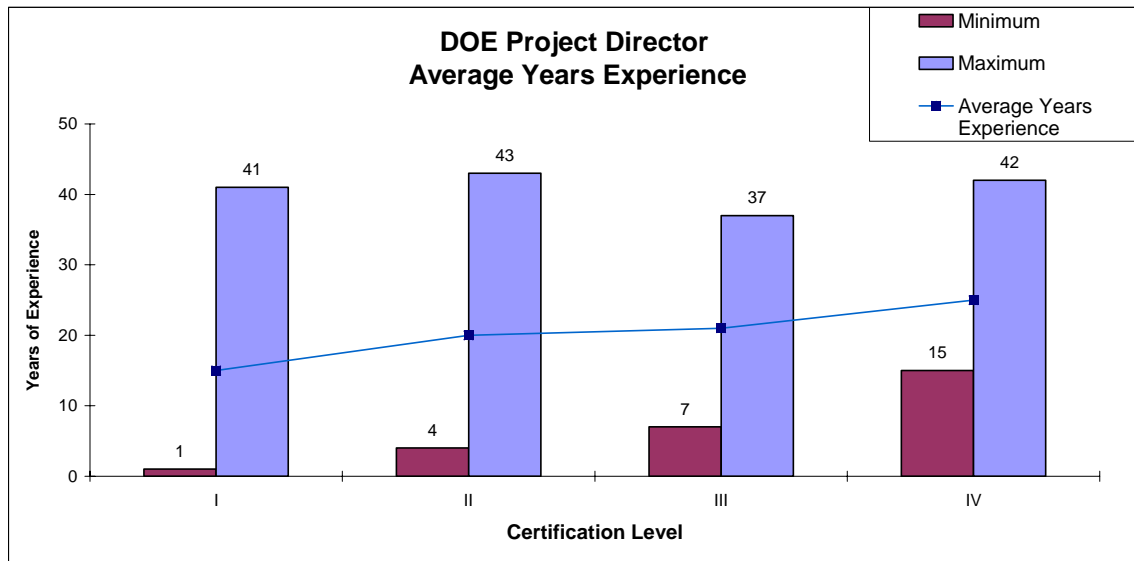


The federal project director and candidate workforce is well experienced and educated. Data collected from the cadre of certified federal project directors (data does not include information technology federal project director experience) from December 2003 through February 2007 shows that approximately 100% of the certified federal project directors report they had at least an undergraduate degree, 82% reported they had an engineering degree, 39% reported they were certified Project Management Professionals (through Project Management Institute), and 24% reported they held a Professional Engineering license. DOE Certified project directors averaged 19 years of reported experience. In addition, fifty percent of the certified project directors reported they had previous private industry experience.

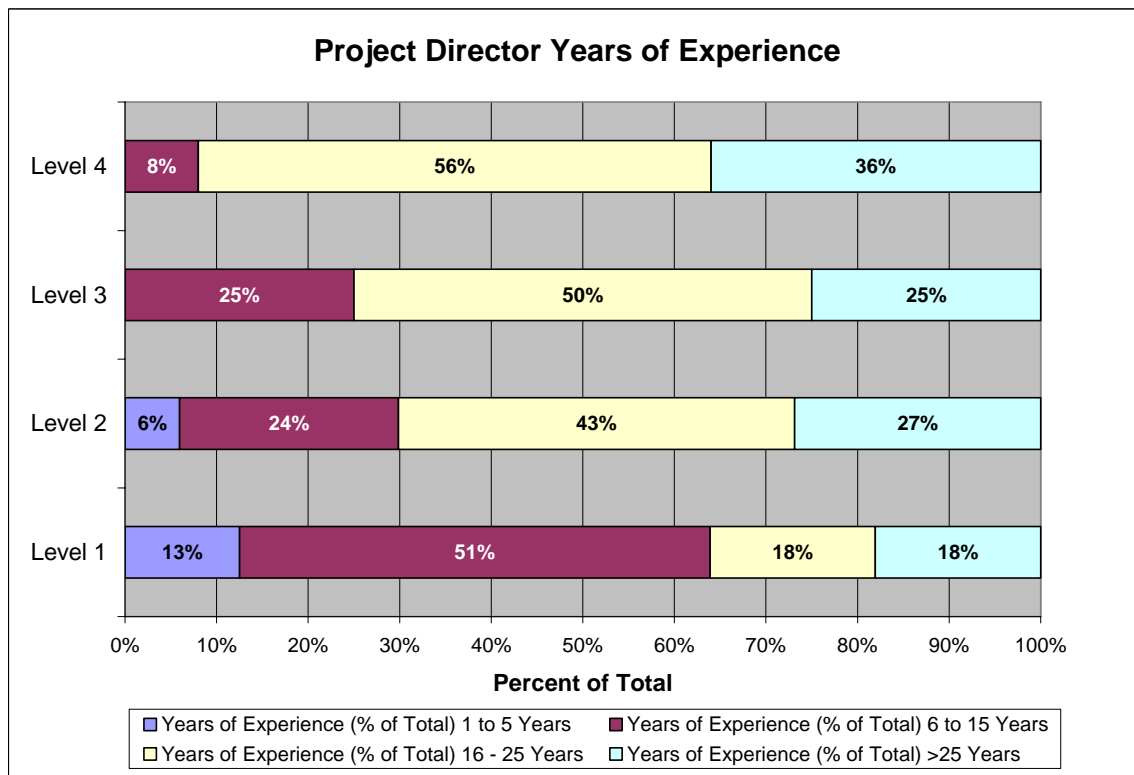
PMCDP certified federal project directors reported an average of 19 years experience in project management. Chart 1-2 depicts the maximum, minimum and average experience for all levels based on FY 2006 data. As expected, Level 4 participants had the longest tenure (see Chart 1-3).

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**Chart 1-2. Years of Experience for DOE Federal Project Directors and Candidates  
2006 Data**



**Chart 1-3. Years of Experience for DOE Federal Project Directors and Candidates  
FY 2006 Data**





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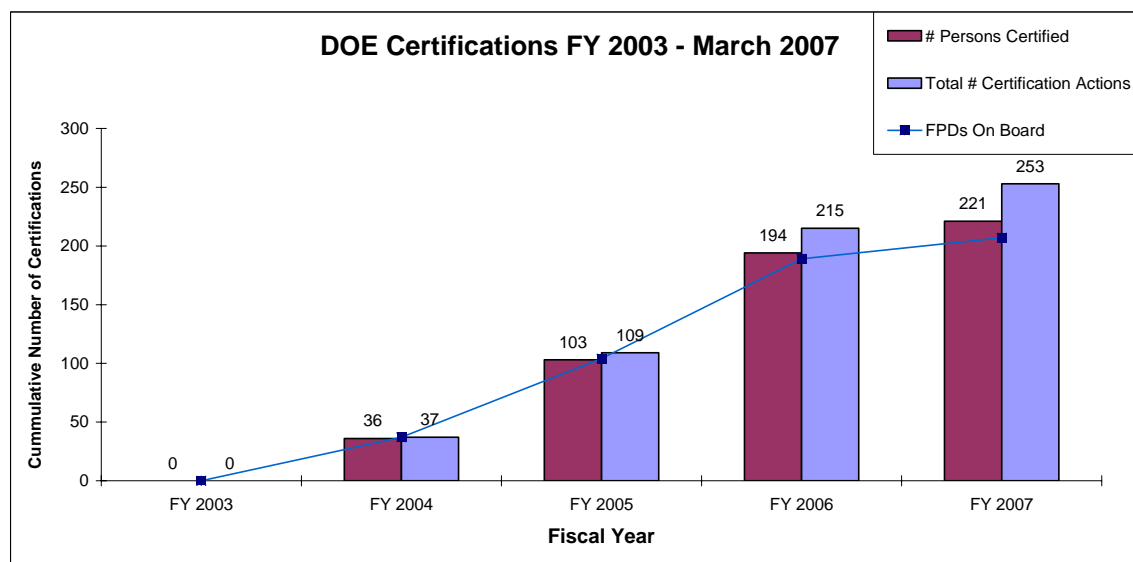
Since the beginning of FY 2004, 253 certification actions were approved through the PMCDP (this data does not include information technology federal project director certifications). Two-hundred and twenty-one of the 253 actions were for first-time federal project director certifications. Some persons attained multiple levels of certification. Consequently, 32 of the 253 actions were for certifications to a higher level. Chart 1-4 shows certification actions and attainment of certification by Fiscal Year.

**CUMULATIVE CERTIFICATIONS**

Since the beginning of FY 2004, 221 persons were certified. In FY 2004, 37 federal project director certifications were issued, of which 36 were initial certifications. One was for certification to a higher level. By the end of FY 2005, 109 federal project director certifications were issued, of which 103 were new certifications. Six were for certifications to a higher level. By the end of FY 2006, 215 certifications were issued, of which 194 were new certifications. Twenty-one were certifications to a higher level.

By March 2007, 253 certifications were issued, of which 221 were new certifications. Thirty-two were certifications to a higher level. By the end of March 2006, most of the persons certified under the PMCDP remained with DOE. By March 2007, due to attrition, 207 of the 221 persons certified were on board, which represents approximately 6 % attrition between FY 2004 and March 2007.

**Chart 1-4. Cumulative PMCDP Certifications by Fiscal Year  
FY 2003 – March 2007 Data\***

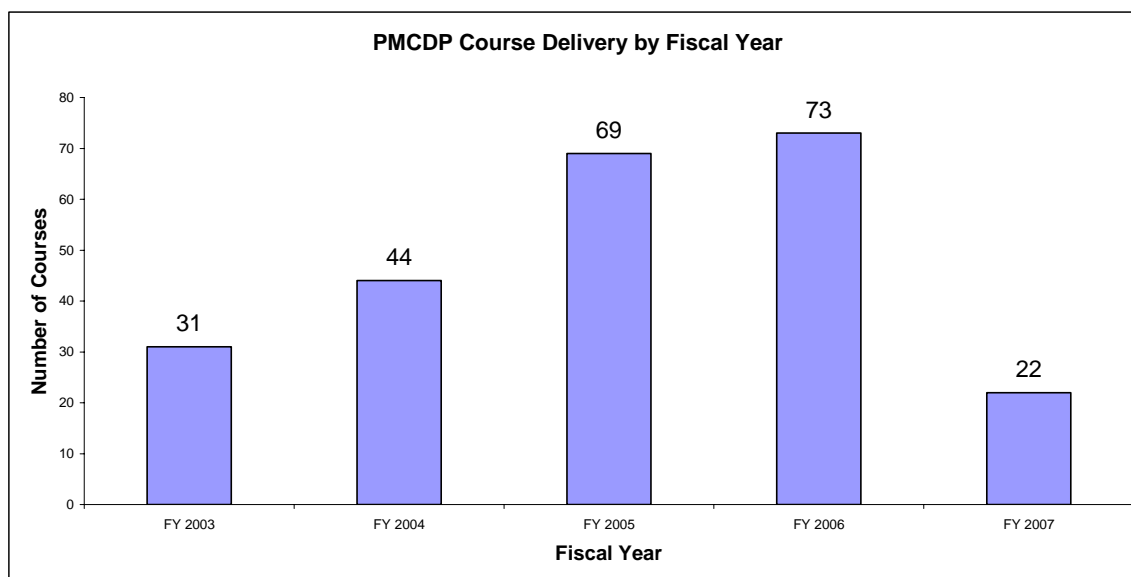


\* FY 2007 data is calculated through March 2007

## **COURSE DELIVERY**

PMCDP delivered 239 course sessions between FY 2003 – March 2007 across the DOE complex (see Chart 1-5 below). Delivery of course sessions in out years is expected to decrease at a rate of approximately 20 percent per year and become level to approximately 40 to 50 deliveries a year.

**Chart 1-5. PMCDP Course Delivery  
FY 2003 – March 2007 Data\***



\* FY 2007 data is calculated through March 2007

The PMCDP Business Line is beginning to observe an increase in purchases of courses directly by customers. Direct purchases do not represent any direct cost benefit to the business line; however, it may represent an indicator for the perceived quality of coursework developed and delivered under the PMCDP as well as an indicator for demand. Increases in direct purchases of PMCDP coursework by customers, may lead to an increase in use of funds to focus on new course developments particularly geared toward key project management and technical topics that may be designed for delivery for continuing education. An increase in coursework products may lead to sustaining and/or increasing coursework delivery in out years.

### Specialized Courses

Two course sessions for Real Property Asset Management were planned for FY 2006. However, due to very low registration levels, no sessions were conducted. Courseware development and prototype course delivery for Program Management Fundamentals are planned for FY 2007. Course delivery in FY 2008 and beyond will be conducted based on customer interest and needs. Both courses are not a part of a certification program. It is anticipated that the demand will remain relatively low for Real Property Asset Management. However, it is anticipated that interest in Program Management Fundamentals will result in increases in delivery in out years.

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## **SPECIAL CUSTOMER TAILORED PRODUCTS AND SERVICES**

As identified earlier, the PMCDP Business Line customer base not only includes individual participants, but also includes offices. Accordingly, the PMCDP Business Line recognizes special needs of Program Secretarial Office and Staff Office customers. Their special needs range from special schedule sequences to focused coursework for groupings of their staff members. The PMCDP Business Line can accommodate such customer needs and offers tailored products and services.

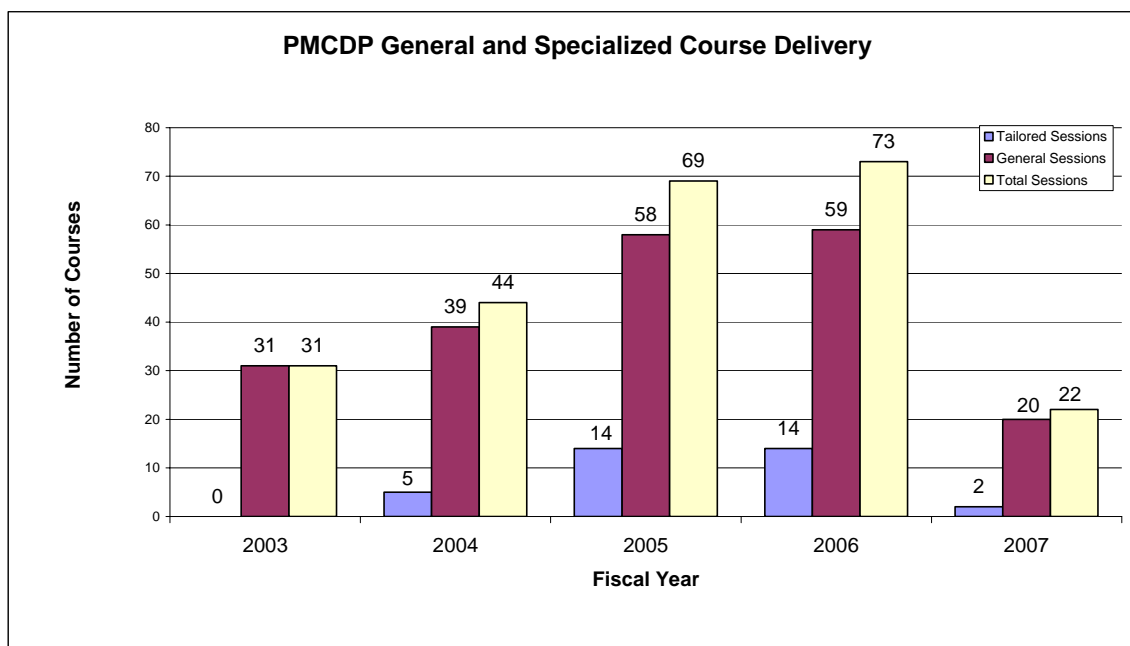
Examples:

- (1) The Business Line provides services for conducting special schedule sequences for several sites across the DOE complex based on project management development needs for participants located at specific sites offices. Although the curriculum is designed to meet individual participant needs based on a participant's project experience, many offices recognize the value in establishing a clear course pathway for which their staff may sequence through the available curriculum, one course after another.
- (2) The PMCDP conducted focused sessions for coursework specifically tailored for participants from Environmental Management (EM), which required special tailoring of a specific course to meet its project management mission. These courses were made available to EM staff and conducted at site offices across the nation. Additionally, special needs of Office of Nuclear Energy, Science, and Technology (NE) required tailoring a special course sequence and scheduling for a full PMCDP performance level, which consisted of six courses conducted with participants divided into two cadres attending concurrent sessions at the headquarters site.

In each of the above examples, customized products and services resulting in focused sessions for program offices, participation was primarily limited to staff of those offices. Consequently added benefits of these customized products and services resulted in centralized participation. In turn, this centralized participation lead to benefits of developmental opportunities for supporting and strengthening project teams within the program office, focused discussion and emphasis on improving project performance under the direction of the program office, and systemic development of project management knowledge and skill areas specific to the needs of the program office. Chart 1-6 identifies the delivery of specialized course delivery to program offices in comparison to general and total courses offered.

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**Chart 1-6. PMCDP Custom and General Course Delivery Comparison  
FY 2003 – March 2007\***



\* FY 2007 data is calculated through March 2007

## **SUBSCRIPTION OFFICES**

In FY 2006, eighteen program and staff offices contributed to the PMCDP business line. The following fifteen are current subscribers to the PMCDP for FY 2007:

- Energy Information Administration
- Legacy Management
- National Nuclear Security Administration
- Office of Civilian Radioactive Waste Management

- Office of Energy Efficiency and Renewable Energy
- Office of Environmental Management
- Office of Fossil Energy
- Health, Safety, and Security
- Office of Human Capital Management
- Office of Information Management
- Office of Management
- Office of Nuclear Energy, Science and Technology
- Office of Science
- Office of the Chief Information Officer
- Western Power Administration

### **PRICING POLICY**

In the first three years of operations, FY 2004 – FY 2006, the business line assessed programs (investors) based on the number of projects, the value of projects in the portfolio, and the number of incumbent and candidate project directors, including information technology project directors. Costs related to the PMCDP will be charged to programs based on their prorata share of the number of projects and the value of those projects in the Project Accounting and Reporting System (PARS). The variable costs of delivering courses will be charged to programs based on their prorata share of targeted participants.

In addition, we expect some programs outside of the assessment pool to desire participation in the training offered. In those cases, the business will allocate a certain number of slots, on a space available basis, at the rate of \$200/day per participant. Alternatively, program investors may make special arrangements with the Working Capital Fund and the PMCDP Business Line to deliver courseware specifically targeted to their staff. In those cases, costs will be determined based on identified requirements.

### **DEFINING SUCCESS**

The Department recognizes the criticality of successful projects. Consequently, successful management of projects and the development of project directors has become a focal point of improvement efforts and is a key goal of PMCDP and the associated Business Line. To ensure that the PMCDP Business Line provides outstanding services to its customers, process controls have been implemented that emphasize management and intra-office involvement on key business/customer outcomes and processes. The design of PMCDP builds on research from benchmarking project management practice and standards in industry and other federal agencies, as well as, incorporating key findings from studies conducted by stakeholder groups and organizations as they impact agency related project management.

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The PMCDP approach is to emphasize best in practice, along with cost improvements, in the career and knowledge development products and services that its makes available to customers. As part of our process of improvements, we encourage a culture of broad based collaboration and communication, process reengineering, and problem solving that can translate into technical enhancements, cost improvements, and business efficiency. Key objectives of the Business Line's plan are found in the following table.

**Balance Score Card (BSC) Elements**

For FY 2006 through FY 2011 the PMCDP balance score card objectives are identified. Table 1-1 shows the progress of PMCDP over all the BSC elements.

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**Table 1-1. PMCDP Balanced Score Card Report**

BALANCE SCORE CARD ELEMENTS							
Performance Goal	Performance Standard	FY 2004		FY 2005		FY 2006	
		#	%	#	%	#	%
Customer Objective: Increase customer usage							
Increase the number of persons certified*	Annual increase of 7%	36	N/A	67	86%	91	36%
Communication plan is developed and executed	Increase communication execution by 20%	N/A	5	50%			
For FY 2007 and beyond, goals for executing the communication plan will focus on improving the quality of communications.							
Success Objective: Maximize customer certification							
Increase the percentage of persons certified that are required to attain certification*	100% certification	20	21%	63	66%	96	100%
Increase the percentage of persons certified to required levels (Line Item Projects)*	100% certification to the required level	N/A				60	87%
Increase the percentage of persons certified to required levels (Environmental Clean-up Projects)*	100% certification to the required level	N/A				36	64%
Process Objective: Streamline internal processes							
Participation compared to planned capacity	Participation of course sessions at least 50% of planned capacity	N/A		63	91%	67	92%
Percentage participants successful complete course (i.e., pass)	95% course completion	N/A		98%	N/A	99%	
Increase percentage of applicants certified*	70% of certification candidates attain certification	N/A		88%	N/A	91%	
Business Intelligence Objective: Improve systems in support of business line mission							
Completion of professional development activities for Business Line Manager	Business Line Manager completes at least one professional development training activity annually	1	100%	0	0%	1	100%
Business Intelligence Objective Data Below is Cumulative							
Increase percentage of federal project directors (on board) associated to the PMCDP Employee Self Service (ESS) module*	100% of federal project directors (on board) associated to PMCDP (ESS) module	0	0%	31	30%	106	55%

\*Does not include data on Information Technology Federal Project Directors.  
N/A means not applicable.

## **ATTACHMENT**

### **PMCDP Certification Requirements\*\***

<b>Level 1</b>	<b>Level 2</b>
<p><b>Training</b></p> <p><b>Core Courses:</b></p> <ol style="list-style-type: none"><li>1. Project Management Essentials or PMP Certification</li><li>2. Project Management Systems and Practices in DOE</li><li>3. Earned Value Management System (EVMS) and Project Reporting or PMP Certification</li><li>4. Contract Administration for Technical Reps.</li><li>5. Acquisition Strategy and Planning</li><li>6. Planning for Performance-Based Management Contracting or PMP Certification</li><li>7. Integrating Safety into Project Management (required after 1/1/08)</li></ol> <p><b>Electives:</b> None</p> <p><b>Work/Development</b></p> <ol style="list-style-type: none"><li>1. One of the following:<ul style="list-style-type: none"><li>• One year of experience as a project engineer or Integrated Project Team (IPT) member</li><li>• Professional Engineer (PE) or Registered Architect (RA) license or PMP Certification</li></ul></li><li>2. Three years experience in project management or PMP Certification.</li></ol>	<p>All Level 1 federal project director requirements completed, plus the following:</p> <p><b>Training</b></p> <p><b>Core Courses:</b></p> <ol style="list-style-type: none"><li>1. Advanced Concepts in Project Management</li><li>2. Project Management Simulation</li><li>3. Leadership/Supervision</li><li>4. Project Risk Management or PMP Certification</li></ol> <p><b>Electives (Select one) or PMP Certification:</b></p> <ol style="list-style-type: none"><li>1. Cost and Schedule Estimating (and Analysis)</li><li>2. Scope Management/ WBS</li><li>3. Value Management</li><li>4. Federal Budget Process</li><li>5. NEPA &amp; Environmental Laws and Regulations</li></ol> <p><b>Work/Development</b></p> <ol style="list-style-type: none"><li>1. One year of project management experience on a on a post CD-3 phase project, or serve one year with an Architect/ Engineering firm or DOE M&amp;O/ M&amp;I contractor on a post CD-3 project. In addition, the Certification Review Board may waive this requirement, in consultation with the appropriate program directors and field managers, for federal project directors with more than 10 years of Federal experience in project management roles.</li><li>2. Two year's experience as a Level 1 federal project director or equivalent.</li><li>3. One year experience as a supervisor or as team leader.</li></ol>

\*\* DOE project directors must be certified according to the guidance contained in O361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.



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**PMCDP Certification Requirements (continued) \*\***

Level 3	Level 4
All Level 1 and Level 2 federal project director requirements completed, plus the following:	All Level 1, 2, and 3 federal project director requirements completed, plus the following:
<b>Training</b>	<b>Training</b>
<b>Core Course:</b>	<b>Core Course:</b>
1. Program Management & Project Portfolio Analysis	1. Level 4 Project Management/Executive Communications
<b>Electives (Select two, one from each group):</b>	<b>Electives (Select one):</b>
Group A:	1. Advanced Leadership
1. Operational Readiness Reviews	2. Advanced Risk Management
2. Pre-Project Planning/Project Alignment	3. Strategic Planning
3. Systems Engineering	
4. Performance Based Contracting Implementation and Management	
Group B:	<b>Work/Development</b>
5. Labor Management Relations	1. Two year's experience as a Level 3 federal project director and have a minimum of eight years project management experience as a project director on at least two different projects. At least 3 of the 8 years must be post CD-3 experience; and at least 1 year of the 3 years of post CD-3 experience must be on a level 3 or higher project
6. Negotiation Strategies and Techniques	2. Perform program management duties with 180 days (minimum) at DOE HQ. Duties at headquarters may be fulfilled non-consecutively in two 90-day details. In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for federal project directors with more than 10 years of Federal experience in project management roles.
7. Facilitation Techniques/Conflict Resolution	
<b>Work/Development</b>	<b>Interview</b>
1. Two year's experience as a Level 2 federal project director or equivalent.	Candidates for Level 4 certification who have successfully completed the panel interview for level 3 certification and federal project directors who were incumbents at Level 3 or 4 before the date of issuance of DOE Order 361.1 (June 13, 2003) do not require a panel interview to attain Level 4 certification. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.
2. Being mentored by a Level 4 federal project director for six months.	
3. Serve one year as a COR.	
<b>Interview</b>	
Level 3 candidates must successfully complete DOE CRB panel interviews. However, this requirement will not apply to federal project directors who were incumbents at Level 3 or 4 before the date of issuance of DOE Order 361.1 (June 13, 2003). New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.	

\*\* DOE project directors must be certified according to the guidance contained in O361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.